



# MPD RECRUITING AND RETENTION UPDATE FY19 Q2

*Alex Smith, Chief HR Officer*  
*October 2018*

# MPD recruiting and retention strategic plan

## *Executive summary*

Our strategic plan for recruiting and retaining MPD is centered on best practices.

Our #1 goal is to increase **MPD complement to 2,300 by 2020.**

In order to do this we have the following plan:

- 1. Evolve City of Memphis culture:** build a culture focused on collaboration, innovation, accountability, and service
- 2. Enhance police recruiting efforts:** add 200 new officers per year
- 3. Enhance force multiplier recruiting efforts:** maintain complement of 100 PSTs
- 4. Lower sworn officer turnover to 2013 levels:** 115 sworn officers per year

# MPD Recruiting and Retention - Goal Progress

Goal	Progress
Enhance police recruiting efforts	<ul style="list-style-type: none"><li>• In 2014 and 2015 MPD had zero hiring</li><li>• Since January 2016:<ul style="list-style-type: none"><li>• we have hired 423 PIIIs</li><li>• we have graduated 235 PIIIs</li></ul></li><li>• 2019 and Beyond<ul style="list-style-type: none"><li>• Plan to hire 300 PIIIs per year</li></ul></li></ul>
Enhance force multiplier recruiting	<ul style="list-style-type: none"><li>• Currently have 111 PSTs</li><li>• Continue to invest in PST and Blue Path programs</li></ul>
Lower sworn officer turnover	<ul style="list-style-type: none"><li>• YTD sworn attrition 105 officers</li><li>• Since 2015 sworn attrition has dropped 25%</li></ul>

# MPD Class Information

PR Class	Total Hired	Total Graduated	Academy Attrition
<b>123</b>	110	85	25%
<b>124</b>	100	84	15%
<b>125</b>	73	66	6%
<b>126</b>	44	38 <i>(approx)</i> <i>(graduate 12/06)</i>	14% <i>(approx.)</i>
<b>127</b>	96	TBD	TBD
<b>Totals</b>	<b>423</b>	<b>273</b>	<b>15%</b> <i>(avg)</i>



# MPD Current Compliment *(as of Oct 15, 2018)*

Role	YTD Number of Employees	Target Number of Employees (12/18)
<b>Commissioned Officers</b> <i>(includes PII Prob)</i>	2003	2006

## MPD 2018-2019 Talent Pipeline



# and Solutions

Recruiting Challenges	Solutions
Candidate interest	<ul style="list-style-type: none"><li>• National Recruitment Marketing Firm</li><li>• Jobs4Police.com partnership – in progress</li><li>• National Fraternal Order of Police</li><li>• Continue to promote Best in Blue commercial on Pandora, TV, Radio, Google, YouTube, and Social Media</li><li>• Delayed entry program</li><li>• Soldier for Life partnership – in progress</li><li>• Continue local recruitment initiatives</li></ul>
Candidate physical fitness	<ul style="list-style-type: none"><li>• Detailed review of expectations</li><li>• Conditioning camp</li></ul>
Background Challenges	Solutions
Background completion	<ul style="list-style-type: none"><li>• Clear RACI</li><li>• Increased number of investigators</li><li>• Routing civilian backgrounds to TBI</li><li>• Guardian background investigation tool</li></ul>

# MPD Attrition *(as of Oct 15)*

	Police Services								
	Commissioned			Non-Commissioned			All Employees		
	Retirement	Resignation	Total	Retirement	Resignation	Total	Retirement	Resignation	Total
<b>2012</b>	43	31	83	10	25	55	53	56	138
<b>2013</b>	45	57	115	6	17	40	51	74	155
<b>2014</b>	77	83	168	17	23	52	94	106	220
<b>2015</b>	71	111	182	5	18	23	83	121	227
<b>2016</b>	72	68	140	10	35	45	81	103	185
<b>2017</b>	<b>70</b>	<b>65</b>	<b>135</b>	<b>6</b>	<b>37</b>	<b>43</b>	<b>76</b>	<b>102</b>	<b>178</b>
<b>YTD 2018</b>	<b>58</b>	<b>47</b>	<b>105</b>	<b>3</b>	<b>24</b>	<b>27</b>	<b>61</b>	<b>71</b>	<b>132</b>

# MPD Retention Bonus Update

- **2017:** 624/703 (89% take rate)
  - 26 terminations
    - 1 ADAAA
    - 17 Resignations
    - 8 Retirements
- **2018:** **13/30** (43% take rate) (work-in-progress)
- **Next Payout November 2018**
  - 598 (598/624 – 96% Retention Rate)
  - Pay out (\$802,200)
    - 84 Silver (\$1,200 = \$100,800)
    - 348 Gold (\$1,300 = \$452,400)
    - 166 Platinum (\$1,500=\$249,000)

# Police Retention Challenges and Solutions

Retention Challenges	Solutions
Career advancement	<ul style="list-style-type: none"><li>• <b>Promotions for 4 ranks this year</b><ul style="list-style-type: none"><li>• Promoted 42 to rank of Sergeant</li><li>• Promoted 32 to rank of Lieutenant</li><li>• Promotions for Lieutenant Colonel and Major forthcoming</li></ul></li><li>• <b>IACP training</b><ul style="list-style-type: none"><li>• Completed one training class of 36 in August 2018. Next class of 36 will be in October 2018</li></ul></li></ul>
Compensation and benefits	<ul style="list-style-type: none"><li>• Communication - Total rewards marketing</li><li>• Sick leave bank</li><li>• \$0 mental health copay for 10 visits</li><li>• Flat premiums</li></ul>
Operational efficiencies/culture	<ul style="list-style-type: none"><li>• IACP workforce report (waiting)</li><li>• Engagement action plan</li></ul>

# Next Steps

- **Lateral and Fast Track Revamp**

- Working with national marketing firm to develop plan

- **Recruiting Push**

- Talent profiles
- Background tool

- **Retention**

- Officer physical and mental wellness initiatives
  - Building a Metro Peer Support network
  - Developing a Mental Health Resource App
  - Planning a Suicide Prevention Campaign
  - Expanding Resiliency Building Programming

# MPD Class Start Dates

Class	Start Date
59 <sup>th</sup> PST	January 19, 2019
PR128	January 19, 2019
PR129	April 1, 2019
60 <sup>th</sup> PST (Blue Path)	June 24, 2019
PR130	June 24, 2019
PR131	September 30, 2019
PR132	December 16, 2019

Q & A



Thank you!

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